CONCORDIA UNIVERSITY
FACULTY OF COMMERCE AND ADMINISTRATION
MINUTES OF FACULTY COUNCIL MEETING
FRIDAY, APRIL 7, 1989

Present: S. H. Appelbaum (Chair)
D. Acland (Acco.), D. Ajmo (CASA), M. Anvari (Fina.), K. Argheyd (Mana.), M. Armstrong (Econ.), B. Ashforth (Mana.), B. Barbieri (Mktg.), C. Brown (Liaison), R. Curnew (Acco.), K. Cox (CASA), U. de Brentani (Mktg.), A. Farhoomand (DS&MIS), M. Franklin (Mana.), Z. Gidengil (Assoc. Dean), S. Hoffman (Lib.), B. Ibrahim (Mana.), A. Jalilvand (Fina.), G. Johns (Mana.), L. Kardash (CASA), J. Kelly (Mana.), C. Kim (Mktg.), M. Kusy (DS&MIS), R. A. Long (Acco.), S. Loo (CASA), G. Martin (Comp.Sci.), R. Martin (Reg.), D. Otchere (Econ.), A. Rahman (Assoc. Dean), L. Shanker (Fina.), M. Sharma (DS&MIS), I. St-Maurice (CASA), L. Switzer (Fina.), T. J. Tomberlin (DS&MIS), B. Weber (CASA), R. O. Wills (Assoc. Dean)

Absent with regrets: R. McTavish

I Call to Order
The meeting was called to order at 09:30.

II Closed Meeting
There were no items on the agenda for a closed meeting.

III Open Meeting

IV Approval of Agenda, CAFC-89-03A
IT WAS MOVED BY M. SHARMA AND SECONDED BY L. SHANKER THAT THE AGENDA, CAFC-89-03A, BE APPROVED AS PRESENTED.

THE MOTION WAS CARRIED.

V Approval of Minutes of previous Meeting, CAFC-89-02M
IT WAS MOVED BY Z. GIDENGIL AND SECONDED BY B. BARBIERI THAT THE MINUTES OF THE FACULTY COUNCIL MEETING HELD MARCH 3, 1989, CAFC-89-02M, BE APPROVED AS PRESENTED.

THE MOTION WAS CARRIED.

VI Chair's Remarks and Question Period
The Chair announced the following administrative appointments: J.-M. Bourjolly, Director, Canada-China Management Education Program, June 1, 1989 - May 31, 1992, A. Jalilvand, Director, International Exchange and Management Development Program, June 1 - 1989 - May 31, 1992, G. Kanaan, Acting Director, DIA/DSA Program, June 1, 1989 - May 31, 1990, J. J. Segovia, Acting Associate Dean, Graduate Studies and Research, June 1, 1989 - May 31, 1990, J. Rosenblatt, Associate Dean, Academic and Student Affairs (Loyola Campus), June 1, 1989 - May 31, 1992, L. Shanker, Acting Director, International Business Program,

June 1, 1989 - May 31, 1990.

The Chair reported that the Executive Summer School, scheduled to take place in May 1989, has been postponed due to low enrolment. He advised that the program will be rescheduled to better fit the demand of the clients.

The Chair advised that negotiations are currently in progress for a cooperative exchange program with Pace University in New York. He noted that the Director of the U.S.-Canada Institute for Business at Pace is most interested in a linkage between Quebec and New York and the offer from Pace is expected to be similar to the agreement between Pace and HEC which involves: exchange of students, exchange of faculty members, development and delivery of colloquia, and joint research. He advised that a position paper and a proposal has already been submitted by Pace to the Quebec government requesting funding for the program and a draft of the proposed agreement is expected from Pace shortly. The Chair also announced that the agreement with San Francisco State University for a five year period has been signed.

D. Ajmo introduced the new President of CASA for the 1989-90 academic year, Ian St-Maurice, the V-P, Student Affairs, B. Weber, and the V-P, External Affairs, K. Cox. Council members welcomed the new executive of CASA and thanked D. Ajmo for his outstanding efforts during his term as President of CASA.

In response to a question, the Chair advised that the Code of Conduct in the University undergraduate calendar, provides both a guideline for determining whether a breach has occurred and a mechanism, via the Code Administrator, for dealing with a violation.

R. O. Wills agreed to attempt to include the names of the professors teaching specific courses in the undergraduate student schedule. He noted that any listing must be considered as tentative.

In conclusion, the Chair advised that the nominees for the 1989 Awards of Distinction are expected to be approved at today's Senate meeting and the ceremony is to be rescheduled from April to October or November. He advised that future ceremonies will be planned and implemented with the assistance of the students from CASA, CGSA and AIESEC.

VII Business Arising from Previous Meeting

1. Amendment to motion regarding the Centre for International Business, CAFC-88-08A-03A

The Chair explained that FAC and the Steering Committee examined the Research Committee's criteria for establishing a University Centre and concluded that International Business is not a true

centre in that the main focus of a centre is research while International Business has a pedagogical focus.

In response to a question as to why FAC and Steering Committee had not clarified the issue prior to the motion being presented to Faculty Council, the Chair advised that the driving force for reviewing the issue was the Senate Research Guidelines for University Centres which were adopted at the March 3rd meeting of Senate.

IT WAS MOVED BY M. KUSY AND SECONDED BY Z. GIDENGIL THAT THE MOTION ADOPTED AT THE MARCH 3RD FACULTY COUNCIL MEETING IN SUPPORT OF THE ESTABLISHMENT OF THE CONCORDIA INTERNATIONAL BUSINESS CENTRE (CIBC) BE AMENDED TO INDICATE THAT FACULTY COUNCIL ENDORSES THE MINOR RESTRUCTURING OF THE CONCORDIA INTERNATIONAL BUSINESS PROGRAM AS ARTICULATED IN DOCUMENT CAFC-88-08A-03A WHICH IS TO BE AMENDED BY REPLACING THE WORD CENTRE WITH THE WORD PROGRAM THROUGHOUT.

THE MOTION WAS CARRIED (28 in favor, 2 opposed, 0 abstentions)

VIII Reports from Standing Committees

1. Commerce Graduate Studies Committee

a. Graduate Grading System, CAFC-89-02A-02 and CAFC-89-03A-01

IT WAS MOVED BY M. KUSY AND SECONDED BY A. FARHOOMAND THAT FACULTY COUNCIL ENDORSE THE MOTION ADOPTED BY THE GRADUATE STUDIES COMMITTEE AT THE MARCH 17TH MEETING TO APPROVE THE FOLLOWING GRADUATE GRADING SCHEME: A+, A, A-, B+, B, B-, C, AND F.

M. Kusy noted that the proposed grading scheme had been brought to February meeting of Council and was subsequently discussed at the department level, the MBA committee level and the last Graduate Studies meeting. M. Kusy explained that the main reason for the revision of the grading scheme is the dissatisfaction among faculty in the inability to distinguish between grades with the current scheme. As an example, he noted that 78 or 79 = B and 65 = B. Another reason noted was that Concordia students are not faring well in competing for fellowships and scholarships because their GPA's are slightly lower than students from institutions applying a +/- grading scheme.

A lengthy discussion followed during which it was noted that there was some concern that the revised system would encourage grade inflation and make it more difficult to grade qualitative subjects. It was suggested that rather than revising the current grading system, pressure be put on the appropriate granting agencies to establish a more equitable evaluation procedure for awarding scholarships

and fellowships.

It was agreed that the Curriculum Committee would look into the best method of informing undergraduate students that the undergraduate grading scheme no longer provides a numeric equivalent to the letter grade assigned.

The implication of the use of the A+ grade was debated.

IT WAS MOVED BY B. BARBIERI AND SECONDED R. A. LONG THAT THE GRADING SCHEME BE AMENDED TO DELETE THE A+ GRADE.

THE MOTION WAS DEFEATED (4 in favor, 20 opposed, 5 abstentions).

It was pointed out that the Universite de Montreal is implementing the +/- system on a comparison basis this term and that the Arts and Science Faculty has voted adopt the revised grading scheme.

THE MAIN MOTION WAS CARRIED (18 in favor, 4 opposed, 8 abstentions).

B. Barbieri suggested that the Associate Vice-Rector, Research, collaborate with the other universities to develop a more equitable system for disbursing scholarships and grants. Dr. Kusy agreed to bring this issue to the attention of Dr. Cooper-Langford.

b. <u>TOEFL Requirement for DIA/DSA Program (CAFC-89-03A-02)</u>

IT WAS MOVED BY M. KUSY AND SECONDED BY A. FARHOOMAND THAT FACULTY COUNCIL ENDORSE THE MOTION ADOPTED BY THE GRADUATE STUDIES COMMITTEE AT THE MARCH 17TH MEETING THAT THE TOEFL REQUIREMENT FOR INTERNATIONAL STUDENTS APPLYING TO THE DIA/DSA PROGRAM BE MODELED ON THE CURRENT TEXT BEING USED AS THE TOEFL REQUIREMENT FOR THE MBA PROGRAM: "APPLICANTS WHOSE FIRST LANGUAGE IS NOT ENGLISH OR FRENCH AND WHO ARE NOT CANADIAN CITIZENS OR LANDED IMMIGRANTS MUST ACHIEVE A SATISFACTORY PERFORMANCE IN THE TEST OF ENGLISH AS A FOREIGN LANGUAGE (TOEFL) BEFORE BEING CONSIDERED FOR ADMISSION. THIS REQUIREMENT WILL BE WAIVED FOR FOREIGN STUDENTS COMPLETING THEIR UNDERGRADUATE DEGREES AT A UNIVERSITY WHERE ENGLISH OR FRENCH IS THE LANGUAGE OF INSTRUCTION."

A brief discussion ensued concerning the discriminatory aspects of the statement.

THE MOTION WAS CARRIED (24 in favor, 1 opposed, 2 abstentions).

c. CCMS Medal

The following resolution was moved by M. Kusy and seconded by R. Martin:

WHEREAS THE CCMS NO LONGER EXISTS, BE IT RESOLVED THAT THE FACULTY ESTABLISH A CONCORDIA FACULTY OF COMMERCE AND ADMINISTRATION MBA MEDAL TO BE PRESENTED TO THE HIGHEST RANKING STUDENT GRADUATING WITH THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION.

M. Kusy advised that it is expected that the medal will be soon be sponsored by a leading financial institution at which time the name will be changed accordingly. He explained that this measure will ensure that an MBA student is honored this year.

THE MOTION WAS CARRIED UNANIMOUSLY.

With regard to the CIDA-India EMBA project, M. Kusy informed Council members that CIDA has now confirmed the availability of $15,000 for the starter study and itemized the following conditions set forth by CIDA for the starter study: Phase I activities are to be completed and report to be submitted by June 30, 1989 to CIDA. The report should include letter of intent to sponsor India executives in the EMBA program by at least 20 India agencies or firms and 20 Canadian firms. Letter from the firms should indicate the level of support and these should be the equivalent of at least $12,500 by each Indian participant and $5,000 by each Canadian firm. At least half of the Canadian letters of intent should be from firms that are already seriously involved in the Indian market and the report should indicate firm target levels for the participation of senior women executives in the EMBA program and describe the means to achieve this.

Professor Kusy explained that the Office of the Rector was concerned with Dr. Kirpalani's participation in the starter study in light of his association with IMM. He further explained that Professors Rahman and Taylor have indicated that Dr. Kirpalani's expertise is essential to successfully negotiate the conditions set by CIDA. Professor Kusy requested the guidance of Council on how to proceed.

During the ensuing discussion, a number of council members indicated that the alleged conflict of interest issue is not an appropriate issue for Council to discuss or pass judgment on.

IT WAS MOVED BY R. CURNEW AND SECONDED BY R. O. WILLS THAT FACULTY COUNCIL ACKNOWLEDGE RECEIPT OF DR. M. KUSY'S VERBAL PROGRESS REPORT ON THE CIDA-INDIA EMBA PROJECT.

Professors Rahman and Tomberlin noted that if Dr. Kirpalani is not part of the starter study team, Faculty Council could consider withdrawing from the project.

Dr. Kirpalani confirmed that the terms of the starter study are far more specific and complex than when the project was originally presented to Faculty Council for approval.

It was confirmed that adoption of the motion would be interpreted as a message to continue to negotiate for the project.

THE MOTION WAS CARRIED (13 in favor, 4 opposed, 6 abstentions)

IT WAS MOVED BY A. RAHMAN AND SECONDED BY T. J. TOMBERLIN THAT THE COMPOSITION OF THE CIDA-INDIA EMBA STARTER STUDY TEAM INCLUDE DR. V. H. KIRPALANI.

It was pointed out that the previous motion gave Dr. Kusy the support of Council to continue to pursue the success of the starter study and an implicit vote of confidence that the administrative details would be taken care of by the Faculty administrators. It was argued that the expenditure by this Faculty of CIDA's $15,000 on a project that is expected to fail based on an earlier motion from Faculty Council would not enhance the reputation of the Faculty.

It was suggested that the Chair ask the mover to withdraw the motion which puts Faculty Council in a position of dealing with matter of privilege. It was also pointed out that it is inappropriate to place the Faculty Council in a position to make a judgment contrary to the desires of the Rector based on inadequate information.

After further discussion, it was agreed that the Chair would write to the Rector informing him of the Council's continued support of the project, the belief that the project should be cancelled unless the potential for success were assured and requesting a resolution to the current impasse that can be reported back to Faculty Council.

A. Rahman and T. J. Tomberlin agreed to withdraw the motion.

2. Commerce Undergraduate Curriculum Committee
R. O. Wills reported that editorial changes from the Management and Marketing departments were approved and the expansion of class sizes was discussed.

IX Reports from Faculty Representatives on University Committees

1. University Senate
M. Kusy reported that the 1989-90 provisional operating budget has been tabled, the composition of the Arts and Science Faculty Council has been revised to include the Dean of Graduate Studies as a non-voting member and the standardization of election procedures for Advisory Search Committees will be soon be before Senate.

2. Arts & Science Faculty Council
D. Acland reported that the revised graduate grading scheme and the addition of the Dean of Graduate Studies as a non-voting member of Faculty Council were approved.

3. Senate Academic Planning and Priorities Committee
M. Anvari reported that the major item before the committee is the proposed operating budget. Professor Anvari stressed the importance of all department heads carefully perusing the proposed budget and noted that most of the intended increases occur in the administration areas as opposed to the academic areas. With regard to the proposed allocation for Commerce and Administration, he pointed out that with the exception of accommodation for the M.Sc. program, there are no increases projected in faculty positions despite the fact that registration figures included (CAFC-89-03A-03) indicate increases while other Faculties indicate decreases in registration. He advised that there was still time for the departments and/or Faculty Council to prepare responses to the proposed budget.

A discussion ensued regarding the rationale for the budget allocation and the status of Commerce and Administration relative to the other three Faculties and other Montreal business schools. The Chair outlined the history of the growth in the Faculty, 72 ft faculty in 1983 to 115 ft faculty in 1989, explained how positions were negotiated for replacement dollars and stressed the need juggle resources and to focus efforts on entrepreneurial activities.

4. Senate Academic Programmes Committee
R. O Wills reported that various submissions from the Faculties of Engineering and Arts and Science as well as the submission from the Management department were approved to go to Senate.

5. Senate Research Committee, CAFC-89-03A-03
M. Kusy recommended that a committee be struck to prepare a response to Dr. Langford to be presented at the May 5th meeting of Council. He proposed the following composition for the committee: J. J. Segovia, Chair, M. Jamal, Management Department, L. Shanker, Finance Department, F. Nebebe, DS&MIS Department, C. Kim, Marketing Department.

G. Johns advised that the Environmental Sub-committee of the Senate Research Committee could provide interesting opportunities for joint research projects for the Faculty as well as a valuable information source for funding mechanisms.

The Chair suggested that Dr. Segovia meet with his counterparts in the other Faculties to identify the interdepartmental activities and determine what the Faculty could become involved with.

6. Academic Services Committee
Z. Gidengil reported that space allocation is the main issue before the committee and advised that the Registrar's office has reported a 4% increase in the applications of full-time students.

7. University Library Committee
B. Ashforth reported on the on-going erosion of the library acquisition budget and the consequences to the Faculty. He advised that the issue is being brought to the attention of the Councils in the expectation that the Faculties will lobby to have the budget revised.

IT WAS MOVED BY M. KUSY AND SECONDED BY D. AJMO THAT FACULTY COUNCIL NOTIFY THE SENATE ACADEMIC PLANNING AND PRIORITIES COMMITTEE OF THE FACULTY'S STRONG DISPLEASURE WITH THE INADEQUACY OF THE CURRENT BUDGET ALLOCATION FOR THE LIBRARY ACQUISITIONS BUDGET.

THE MOTION WAS CARRIED UNANIMOUSLY.

It was recommended that supporting documentation providing a comparison of the journals available from a superior business school library and the journals available for the Concordia Commerce Faculty be forwarded to the committee as well.

8. Fellowships, Scholarships and Awards Sub-Committee
There was no report.

9. Sub-Committee on Academic Computer Policy
There was no report.

10. Computer Resources Committee
There was no report.

11. Board of Governors
M. Kusy reported that elections to the Board of Governors had been completed, the 1989-90 budget was tabled and sent to Senate and name of the students' associate was agreed to - the Concordia Federation of Commerce Students.

12. Board of Graduate Studies
M. Kusy reported that the graduate grading scheme was discussed and sent back, the library acquisition budget and the transitional scheme for the new BGS composition was discussed.

X New Business

XI Other Business

1. Library Acquisitions Budget, CAFC-89-03A-04
This item was dealt with under item IX, 7.

2. Enrolments and Research Funding, 1984-85 to - 1988-89, CAFC-89-03A-05)
This item was for information only.

XII Next Meeting
The next meeting of Faculty Council will take place on Friday, May 5, 1989, in room GM403-2, SGW Campus.